

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC  
20052

**MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD  
ON NOVEMBER 12, 1993, IN  
LISNER HALL, ROOM 603**

The meeting was called to order by President Trachtenberg at 2:15 p.m.

Present: President Trachtenberg, Vice President French, Parliamentarian Schechter, Boswell, Brewer, Captain, Cohn, Divita, East, Elgart, Englander, Fowler, Goulard, Gupta, Harrington, Holmes, Johnston, Kirsch, Miller, Mitchell, Park, Pelzman, Robinson, Schiff, Seavey, Smith, Vontress, and Wallace

Absent: Registrar Gaglione, Carson, Friedenthal, Frieder, Keimowitz, Mahmood, Salamon, and Silber

**APPROVAL OF MINUTES**

The minutes of the regular meeting of September 10, 1993, were approved as distributed.

**INTRODUCTION OF RESOLUTIONS**

On behalf of the Fiscal Planning and Budgeting Committee, Professor Pelzman, Chair, moved the introduction of a resolution entitled "A Resolution to Recommend The Establishment of a Joint Faculty-Administration Task Force Instructed to Assess the Long-Run Comparative Advantage of the Virginia Campus" for consideration by the Senate. (Copies of the resolution had been mailed to Senate members prior to this meeting.) The motion was seconded. Professor Pelzman explained that the objective of this Joint Task Force is to review the existing fiscal conditions of the Virginia campus, assess its long-run comparative advantage, explore alternative uses of the campus, and assess the long-run fiscal viability of the campus. The Joint Task Force would be Co-Chaired by the Chair of the Fiscal Planning and Budgeting Committee and by the Vice President and Treasurer, and would include in its membership four faculty members elected by the Faculty Senate, and three administrators, two to be appointed by the Vice President for

Academic Affairs, and one by the Vice President and Treasurer. The Task Force would be asked to make a preliminary report to the Senate by April 1994 and a final report by April 1995. Professor Harrington noted that a Special Committee on the Northern Virginia Campus had been established by the Faculty Senate in 1990 and he thought the status of that Committee should be determined before a new Committee is established. A brief discussion followed and the resolution was referred by the Chair to the Executive Committee for future action. Professor Gupta suggested that when this resolution comes back to the Senate, it would be helpful if the Fiscal Planning and Budgeting Committee would provide some information supporting the need for the proposed Joint Task Force.

REPORT BY RODERICK S. FRENCH, VICE PRESIDENT FOR ACADEMIC AFFAIRS,  
ON FACULTY STAFFING POLICIES

Vice President French presented a report on faculty staffing policies, also known as the "faculty position control project," which, he said, excluded the Medical School. He then outlined the origin of the project which came about from the preparation of data for one of the Board of Trustees' retreats. The data produced a comparison of the following three trend lines: (1) growth in the full-time equivalent faculty size, (2) growth in the full-time equivalent student enrollment, and (3) growth in the full-time equivalent non-faculty staff positions. Having taken this reading in the fall of 1991 and compared it with the fall of 1987, he said it was discovered that over that 5-year period the FTE faculty number had increased by 10%, the FTE student enrollments had increased by just under 3%, and the FTE non-faculty staff positions had grown by 8%. In looking at those same numbers for this fall, he said that the FTE faculty numbers continue to grow, the FTE enrollment numbers are essentially flat, and the FTE non-academic staff numbers are slightly reduced. In the last 7-year period, the FTE faculty numbers have increased five times the rate of increase in FTE student enrollments and about three times the growth in FTE non-faculty staff numbers. In sharing these trend lines with the Board, he said the Board and the administration agreed it was important to bring these trends into an appropriate relationship with each other.

Vice President French then called attention to the handouts providing data on enrollment figures for the current semester. He pointed out that in terms of a simple head count, the University had a shortfall of 181 students, mostly in the non-degree category, that resulted in a \$1.1 million shortfall in terms of tuition revenue projected over the full academic year. Within that overall picture, there was an upswing this year in the Arts and Sciences and International Affairs, particularly in the entering freshmen class. Therefore, in anticipation of this exceptionally large freshmen class, it was necessary to allocate about \$300,000 above

the original budgets for the Elliott School, Columbian College, and the Library, and to extend considerably more financial aid than the administration had originally budgeted. He said that not only do the 181 missing students represent a \$1.1 million shortfall, the configuration of the enrollment has cost the University an additional \$1 million at least for additional instructional costs and student aid. Vice President French said he wanted to use this example of this fall's enrollment experience to underline the point of the importance of seeing the full-time faculty size in relation to the student body size.

Vice President French then explained that the faculty position control project consisted of two main elements. First, the number of budgeted full-time faculty lines in each school was established with the deans. These lines are those for which the University has some continuing budgetary obligations and upon which the department chairs and deans can rely for planning purposes. He said that with the cooperation of the departments, the deans have essentially stabilized the number of full-time faculty lines at just over 700. The second element of the position control project is identification by the deans of 2% of the lines in each school for a faculty reserve pool, a total of 14 lines, which could be withdrawn on short notice in the event of a dramatic negative event or could be transferred or moved across school lines as needed. In summary, Vice President French said that by developing the data bases for the position control project, the University now has procedures for managing itself in terms of deploying full-time faculty in relation to the size and shifting composition of the student body. Vice President French said he would be happy to visit any dean's council or faculty groups for further discussion of this project.

A brief question and answer period followed. (Data sheets on enrollment figures are attached.)

#### GENERAL BUSINESS

##### I. NOMINATION FOR ELECTION OF FACULTY TO SENATE STANDING COMMITTEES

On behalf of the Executive Committee, Professor Robinson moved the following nominations:

Professor Frederick Amling, Professor Richard Schlagel, and Professor Robert E. Park, to Appointment, Salary and Promotion Policies Committee; Professor Arnold C. Meltzer to Physical Facilities Committee; Research Professor Leonard C. Maximon and Associate Professor Douglas C. Frechtling to Research Committee; Associate Professor Pedro P. Sanchez and Professor Anthony J. Mastro to Educational Policy Committee; Professor Paula R. Kaiser (Emeritus) to Professional Ethics and Academic Freedom Committee; and Assistant Professor Lisa A. Delpy

to Athletics and Recreation Committee

The nominees were unanimously approved.

II. NOMINATION FOR ELECTION OF LIBRARY PERSONNEL TO SENATE STANDING COMMITTEES

On behalf of the Executive Committee, Professor Robinson moved the nominations of the following Library Personnel, as Observers:

Rebecca Jackson, Coordinator of Library User Education, to Faculty Development and Support Committee; Patricia Kelley, Associate University Librarian, to Fiscal Planning and Budgeting Committee and Physical Facilities Committee; G. David Anderson, University Archives, to Honors and Academic Convocations Committee; E. Christian Filstrup, Assistant University Librarian for Collection Services, to Research Committee; and Dan Barthell, Senior Subject Specialist, Library, to University and Urban Affairs Committee

The nominees were unanimously approved.

III. STUDENT MEMBERS OF THE JOINT COMMITTEE OF FACULTY AND STUDENTS

Student members elected by the GW Student Association to the Joint Committee of Faculty and Students are:

Jessica Arneson, Co-Chair, Tracy Haggerty, Michael Meagher, David Mico, Scott Mory, Todd Sherbacow, Susan Waltisky; ex officio members: Scott Adams and Paul Hamilton

IV. A. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee Professor Robinson, Chair, reported the following:

1. Grievances

A grievance from the School of Education and Human Development was received by the Executive Committee. The latter appointed Professor Robert S. Goldfarb (Economics) as Special Mediator in this case.

2. Nonconcurrences

In the two nonconcurrences in the School of Engineering, one case was withdrawn by the administration and the other case has been transmitted to the Board of Trustees.

In the nonconcurrence case in the Arts and Sciences, negotiations are underway between the Dean, Department, and faculty member.

3. Executive Committee Appointments

At its meeting of September 24th, the Executive Committee made the following appointments:

- (a) Professors Maximilian Pock (Law) and Lewis A. Schiller (Law) were appointed to the Panel of Hearing Officers to fill the unexpired one-year terms of Professors Nolan and Wilmarth, who are on leave.
- (b) Professor John A. Spanogle, Jr., (Law) was appointed to the Dispute Resolution Committee to fill the unexpired two-year term of Professor Chandler, who is also on leave.
- (c) Professor Ernest J. Englander was appointed as Chair of the Physical Facilities Committee to replace Professor Mahmood, who resigned.

4. December Senate Meeting

- (a) Vice President French has advised the Executive Committee that the report on Recruitment and Appointment of Women and Minority Faculty will be made at the December meeting.
- (b) The next regular meeting of the Executive Committee has been changed from Friday, November 19th, to Wednesday, November 17th. Any items of business for the December Senate agenda should be received by November 17th.

IV. B. SPECIAL REPORT OF THE EXECUTIVE COMMITTEE ON RESOLUTIONS PASSED BY THE BOARD OF TRUSTEES

The Special Report of the Executive Committee of the Faculty Senate is enclosed.

V. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS

1. Appointment, Salary, and Promotion Policies Committee

Professor Kirsch, Co-Chair, Appointment, Salary and Promotion Policies Committee, called the Senate's attention to the notice recently received by faculty earning \$64,300 and above informing them that part of their retirement contributions may be

returned to them increasing their tax liabilities. The reason, he explained, is that the University has been advised by its consultants that it is in noncompliance with federal ERISA regulations caused by a variety of unforeseeable factors. For example, the lower compensated employees did not participate in a number sufficient to meet the IRS non-discrimination requirement. Unfortunately, Professor Kirsch said, neither he nor Professor Park were invited to attend the meeting of the Administration when this matter was discussed (even though he had requested that they be invited) and a proposal was made to return taxable money to the more highly compensated employees in order to bring the University's plan into compliance. This notice created a great deal of anger and apprehension among the faculty. This could have been avoided, Professor Kirsch said, if the faculty had been invited to attend that meeting because, according to Vice President Bortz, this was only one of the many options discussed that could be used to adjust the retirement plan and that the faculty would indeed have the opportunity to discuss the other alternatives.

Vice President Bortz extended his apologies to Professor Kirsch and the faculty for this disclosure of an alternative which was presently being negotiated with six other institutions, including some in the Washington, DC, area according to Foster-Higgins. He said additional non-discrimination testing will take place during the months of November and December and, until the year-end testing is completed, the Benefits Review Committee would not be able to decide on the exact action that would be recommended the University should take. He assured the Senate that he would not move forward without consultation with the Appointment, Salary and Promotion Policies Committee.

Professor Park voiced his concern about the future. He said the Senate should seek to work with the administration to develop a retirement scheme that will assure that in the future all members of the University, faculty and staff, will be able to obtain the full 10% contribution to their retirement plans. Any reduction in the principal base over 20 to 25 years would be an enormous loss of potential retirement income for junior faculty and younger employees.

President Trachtenberg pointed out that the new 1993 tax law will impact dramatically upon the retirement plans of those faculty who earn an annual salary of \$150,000 and above through the University. He noted there are a significant number of faculty who are at that level or approaching it, and under the new tax law, the University's contribution to their TIAA/CREF retirement plans will be capped on salaries of \$150,000 or higher.

2. Fiscal Planning and Budgeting Committee

Professor Pelzman, Chair, Fiscal Planning and Budgeting Committee, noted that copies of the FY95 Budget Planning Calendar were distributed at the meeting for the faculty's information. He said he wanted the faculty to know that there is a University budget plan. (FY95 University Budget Planning Calendar is attached.)

VI. BRIEF STATEMENTS (AND QUESTIONS)

Professor Harrington said he wished to pay tribute to GW's Sunforce 1 team for placing 9th in a field of 60 solar cars in the World's Solar Challenge race that took place recently in Australia, despite the fact that GW's car was severely damaged by the shipper in transit to Australia reducing its efficiency to 80%. He thought this was an outstanding accomplishment by the team. Professor Harrington said that this success is also due in no small measure to President Trachtenberg, who kindly provided financial assistance, and to the Business School, which raised a significant sum of money, to take the solar car to Australia. The Senate applauded the team for its great success and the President for his help.

President Trachtenberg thanked the Senate and asked that the Senate's congratulations be transmitted to the dean, the faculty, and the students of the School of Engineering.

VII. ADJOURNMENT

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 4:30 p.m.



J. Matthew Gaglione  
Secretary

. Distributed by Vice President French at the November 12, 1993, Faculty Senate meeting.

FALL 1993 ON-CAMPUS ENROLLMENTS

IR 10/16/93 (enr 93)		1992				1993 Proj for Budget				(10/14/93) 1993 To Date				1993 To Date vs. Projected				1993 To Date vs. Census							
		1990	1991	.....		FRESH	TRANS	CONT	TOTAL	FRESH	TRANS	CONT	TOTAL	FRESH	TRANS	CONT	TOTAL	FRESH	TRANS	CONT	TOTAL	FRESH	TRANS	CONT	TOTAL
<b>UNDERGRADUATE</b>																									
FT	CCAS	3050	2935	710	134	1995	2839	686	143	1947	2776	923	122	1927	2972	237	(21)	(20)	196	213	(12)	(68)	133		
	SEMD	115	90	6	5	66	77	6	5	57	68	11	6	60	77	5	1	3	9	5	1	(6)	0		
	SEAS	498	499	67	35	312	414	65	37	279	381	81	32	299	412	16	(5)	20	31	14	(3)	(13)	(2)		
	SBPM	1128	1026	160	44	696	900	154	48	615	817	154	64	592	810	0	16	(23)	(7)	(6)	20	(104)	(90)		
	ESIA	901	944	247	39	630	916	239	42	632	913	317	37	577	931	78	(5)	(55)	18	70	(2)	(53)	15		
PT	CCAS	252	238	13	25	226	264	13	25	240	278	16	19	175	210	3	(6)	(65)	(68)	3	(6)	(51)	(54)		
	SEMD	27	19	0	1	9	10	0	1	5	6	0	0	6	6	0	(1)	1	0	0	(1)	(3)	(4)		
	SEAS	91	88	19	7	75	101	19	7	83	109	13	5	63	81	(6)	(2)	(20)	(28)	(6)	(2)	(12)	(20)		
	SBPM	134	120	5	12	105	122	5	12	103	120	6	7	88	101	1	(5)	(15)	(19)	1	(5)	(17)	(21)		
	ESIA	42	50	1	3	29	33	1	3	23	27	4	8	35	47	3	5	12	20	3	5	6	14		
<b>GRADUATE</b>																									
	GSAS-MAST	538	547	254	299	553		237	315	552		333	365	698		96	50	146		79	66	145			
	PHD	372	373	137	288	425		141	318	459		150	360	510		9	42	51		13	72	85			
	SEMD-MAST	434	467	181	283	464		181	283	464		190	256	466		9	(27)	(18)		9	(27)	(18)			
	EDD	209	181	19	164	183		19	156	175		18	158	176		(1)	2	1		(1)	(6)	(7)			
	SEAS-MAST	1046	1020	262	717	979		260	698	958		234	682	916		(26)	(16)	(42)		(28)	(35)	(63)			
	SCD	346	336	53	295	348		55	306	361		51	317	368		(4)	11	7		(2)	22	20			
	SBPM-MAST	2046	2160	539	1515	2054		600	1444	2044		639	1285	1924		39	(159)	(120)		100	(230)	(130)			
	PHD	113	124	14	92	106		14	79	93		21	72	93		7	(7)	0		7	(20)	(13)			
	ESIA	489	521	224	282	506		241	272	513		286	267	553		45	(5)	40		62	(15)	47			
NLC- FT JD	1119	1145	391	764	1155		440	770	1210		439	748	1187		(1)	(22)	(23)		48	(16)	32				
PT-JD	309	299	69	213	282		48	202	250		47	221	268		(1)	19	18		(22)	8	(14)				
POST-JD	167	171	98	60	158		110	55	165		148	59	207		38	4	42		50	(1)	49				
<b>NON-DEGREE</b>																									
	EFL	89	99	71	21	92		71	20	91		69	31	100		(2)	11	9		(2)	10	8			
	DUP	1588	1459	1119	347	1466		1116	440	1556		754	358	1112		(362)	(82)	(444)		(365)	11	(354)			
<b>TOTALS:</b>																									
	UG-FT	5692	5694	1190	257	3699	5146	1150	275	3530	4955	1486	261	3455	5202	336	(14)	(75)	247	296	4	(264)	56		
	UG-PT	546	515	38	48	444	530	38	48	454	560	39	39	367	445	1	(9)	(87)	(95)	1	(9)	(77)	(85)		
	GRAD	5593	5729	1683	3933	5618		1748	3871	5619		1922	3762	5684		174	(109)	65		239	(173)	66			
	JD-FT	1119	1145			1155				1210				1187					(23)				32		
	JD-PT	309	299			282				250				268					18				(14)		
	POST-JD	167	171			158				165				207					42				49		
	NON-DEG	1677	1558			1558				1647				1212					(435)				(346)		
TOTALS		15,103	14,911			14,447				14,386				14,203					(181)				(242)		

All data exclude continuing research and continuous enrollments and School of Medicine and Health Sciences.

## ON-CAMPUS FALL 1993 REGISTRATION DATA

Fall 1993 as of 10/16/93

Census Date

Fall 1992 as of 10/16/92

IR 10/16/93

(fall9392)

		Enrollment						Credit Hours						
		PAID & LIABLE & UNPAID NLC						PAID & LIABLE & UNPAID NLC						
		Continuing			Research			Continuing			Average			
		Fall	Fall	Change	Fall			Fall	Fall	Change	Fall	Fall	Fall	
		1993	1992	%	1993			1993	1992	%	1993	1993	1992	
		---	---	---	---			---	---	---	---	---	---	
CC/GSAS	UG-FT	2,972	2,839	133	4.7			45,372	43,108	2,264	5.3	15,2665	15,1842	
	PT	210	264	(54)	(20.5)			1,370	1,688	(318)	(18.8)	6,5238	6,3939	
	Masters	698	553	145	26.2	25		5,258	3,973	1,285	32.3	25	7,5330	7,1844
	PhD	510	425	85	20.0	69		3,565	3,166	399	12.6	69	6,9902	7,4496
SEND	UG-FT	77	77	0	0.0			1,189	1,225	(36)	(2.9)	15,4416	15,9091	
	PT	6	10	(4)	(40.0)			41	59	(18)	(30.5)	6,8333	5,9000	
	Masters	446	464	(18)	(3.9)	1		3,022	3,034	(12)	(0.4)	1	6,7758	6,5388
	EdD	176	183	(7)	(3.8)	4		841	842	(1)	(0.1)	4	4,7784	4,6011
SEAS	UG-FT	412	414	(2)	(0.5)			6,246	6,401	(155)	(2.4)	15,1602	15,4614	
	PT	81	101	(20)	(19.8)			576	720	(144)	(20.0)	7,1111	7,1287	
	Masters	916	979	(63)	(6.4)	8		5,286	5,646	(360)	(6.4)	8	5,7707	5,7671
	ScD	368	348	20	5.7	3		1690	1746	(56)	(3.2)	3	4,5926	5,0172
SPPN	UG-FT	810	900	(90)	(10.0)			11,831	13,173	(1,342)	(10.2)	14,6062	14,6367	
	PT	101	122	(21)	(17.2)			688	734	(46)	(6.3)	6,8119	6,0164	
	Masters	1,924	2,054	(130)	(6.3)			14,470	14,837	(367)	(2.5)	7,5208	7,2235	
	PhD	93	106	(13)	(12.3)	2		637	677	(40)	(5.9)	2	6,8495	6,3868
ESIA	UG-FT	931	916	15	1.6			14,147	13,959	188	1.3	15,1955	15,2391	
	PT	47	33	14	42.4			311	232	79	34.1	6,6170	7,0303	
	Masters	553	506	47	9.3			4,310	3,789	521	13.8	7,7939	7,4881	
NLC**	JD-FT	1,187	1,155	32	2.8			16,972	16,580	392	2.4	14,2982	14,3550	
	PT	268	282	(14)	(5.0)			2,542	2,682	(140)	(5.2)	9,4851	9,5106	
	PJD	207	158	49	31.0			1,632	1,174	458	39.0	7,8841	7,4304	
DUP		1,112	1,466	(354)	(24.1)			5,230	6,738	(1,508)	(22.4)	4,7032	4,5962	
EFL		100	92	8	8.7			733	703	30	4.3	7,3300	7,6613	
Totals	UG-FT	5,202	5,146	56	1.1			78,785	77,866	919	1.2	15,1451	15,1314	
	PT	445	530	(85)	(16.0)			2,986	3,433	(447)	(13.0)	6,7101	6,4774	
	MASTERS	4,537	4,556	(19)	(0.4)	34		32,346	31,279	1,067	3.4	34	7,1294	6,8655
	DOCTORAL	1,147	1,062	85	8.0	78		6,733	6,431	302	4.7	78	5,8701	6,0556
	JD-FT	1,187	1,155	32	2.8			16,972	16,580	392	2.4			
	PT	268	282	(14)	(5.0)			2,542	2,682	(140)	(5.2)			
	PJD	207	158	49	31.0			1,632	1,174	458	39.0			
	Non-Degree	1,212	1,558	(346)	(22.2)			5,963	7,441	(1,478)	(19.9)			
TOTAL UNIVERSITY		14,205	14,447	(242)	(1.7)	112		147,959	146,886	1,073	0.7	112		
SMHS	UG-FT	108	123	(15)	(12.2)			1,632	1,954	(322)	(16.5)			
	PT	47	62	(15)	(24.2)			299	379	(80)	(21.1)			
	MPH	223	154	69	44.8			1,992	964	1,028	106.6			
	MD	615	617	(2)	(0.3)			15,042	14,659	383	2.6			
	MD-SPEC PGM	9	9	-	-			115		115	-			
	NSci-SP PGM	2	2	-	-			6		6	-			
TOTAL STUDENTS		15,209	15,403	(194)	(1.3)	112		167,045	164,842	2,203	1.3	112		

All data exclude continuing research, except where noted, and continuous enrollments.

## VA-CAMPUS FALL 1993 REGISTRATION DATA

Fall 1993 as of 10/16/93

Fall 1992 as of 10/16/92

IR 10/16/93 [fall9392]	Enrollment						Credit Hours					
	PAID & LIABLE & UNPAID						PAID & LIABLE & UNPAID					
	Fall 1993	Fall 1992	Change \$	Change %	Fall 1993	Fall 1992	Change \$	Change %				
GSAS	44	44	0	0	381	381	0	0				
SEND	53	53	0	0	408	408	0	0				
SEAS	112	112	0	0	503	503	0	0				
SBPM	72	72	0	0	1074	1074	0	0				
Non-degree	75	75	0	0	258	258	0	0				
<b>TOTAL</b>	<b>356</b>	<b>356</b>	<b>0</b>	<b>0</b>	<b>2624</b>	<b>2624</b>	<b>0</b>	<b>0</b>				

## OFF-CAMPUS FALL 1993 REGISTRATION DATA

	Enrollment						Credit Hours					
	PAID & LIABLE						PAID & LIABLE					
	Fall 1993	Fall 1992	Change \$	Change %	Fall 1993	Fall 1992	Change \$	Change %	Continuing Research	Continuing Research	Fall 1993	
CC/GSAS Undergrad	2	2	0	-	6	9	(3)	-				
Masters	237	194	43	22	1	1,254	1,041	213	21	1		
PhD	5	2	3	-		15	6	9	150			
SEND Undergrad	0	0	0			0	0	0				
Masters	266	296	(30)	(10)		996	1,195	(199)	(17)			
EdD	6	9	(3)	(33)		27	34	(7)	(21)			
SEAS Undergrad	0	0	0			0	0	0				
Masters	491	606	(115)	(19)	1	2,299	2,777	(478)	(17)	1		
ScD	18	24	(6)	(25)		67	88	(21)	(24)			
SBPM Masters	20	26	(6)	(23)		78	117	(39)	(33)			
ESIA Undergrad	2	0	2			7	0	7				
Masters	2	3	(1)	(33)		6	9	(3)	(33)			
DUP Non-Degree	1,369	686	683	100		4,484	2,525	1,959	78			
<b>Totals</b> Undergrad	<b>4</b>	<b>2</b>	<b>2</b>	<b>-</b>		<b>13</b>	<b>9</b>	<b>4</b>	<b>-</b>			
Masters	1,016	1,125	(109)	(10)		4,633	5,139	(506)	(10)			
Doctoral	29	35	(6)	(17)	2	109	128			2		
Non-Degree	1,369	686	683	100	0	4,484	2,525	1,959	78	0		
<b>TOTAL UNIVERSITY</b>	<b>2,418</b>	<b>1,848</b>	<b>570</b>	<b>31</b>	<b>2</b>	<b>9,239</b>	<b>7,801</b>	<b>1,438</b>	<b>18</b>	<b>2</b>		
SMHS undergraduate	26	2	24	1,200		243	17	226	1,329			
graduate	32	17	15	88		320	281	39	14			
<b>TOTAL OFF-CAMPUS</b>	<b>2,476</b>	<b>1,867</b>	<b>609</b>	<b>33</b>	<b>2</b>	<b>9,802</b>	<b>8,099</b>	<b>1,703</b>	<b>21</b>	<b>2</b>		

All data exclude continuing research, except where noted, and continuous enrollments.

Disibuted by Vice President French at the November 12, 1993, Faculty Senate meeting.

FALL 1993 (FROM COMBINED FILE) UNDUPLICATED ON, OFF AND VA CAMPUS STUDENTS AS OF 10/14/93

10/19/93

	<u>FULL-TIME</u>	<u>PART-TIME</u>	<u>CON_RSCH</u>	<u>TOTAL</u>	<u>CONT_ENR</u>	<u>TOTAL</u>	<u>PT_HOURS</u>	<u>FTE_OF_PT</u>	<u>TOTAL_FTE</u>
<u>UNDERGRADUATE</u>									
CC/GSAS	2972	212	0	3184	54	3238	1376	115	3087
SEHD	77	6	0	83	1	84	41	3	80
SEAS	412	81	0	493	7	500	576	48	460
SBPM	810	101	0	911	8	919	688	57	867
ESIA	931	47	0	978	9	987	311	26	957
SMHS	114	67	0	181	285	466	459	38	152
UNDERGRADUATE	5316	514	0	5830	364	6194	3451	287	5603
<u>GRADUATE</u>									
CC/GSASMAST	438	486	26	950	101	1051	2574	286	724
DOCT	248	262	69	579	176	755	1314	146	394
SEHD MAST	213	436	1	650	60	710	1793	199	412
DOCT	89	166	4	259	17	276	591	66	155
SEAS MAST	356	1087	9	1452	55	1507	4537	504	860
DOCT	91	312	3	406	19	425	1063	118	209
SBPM MAST	929	1076	0	2005	46	2051	5333	593	1522
DOCT	39	54	2	95	29	124	241	27	66
ESIA MAST	356	197	0	553	72	625	992	110	466
NLC-JD	1187	268	0	1455	9	1464	2542	231	1418
NLC-PJDMAST	105	98	0	203	64	267	432	48	153
DOCT	0	4	0	4	2	6	15	2	2
SMHS-MD	615	0	0	615	2	617	0	0	615
MD-SPEC PGM	9	0	0	9	0	9	0	0	9
SMHS-MPMAST	122	117	0	239	26	265	554	62	184
GRADUATE	4797	4563	114	9474	678	10152	21981	2392	7189
<u>NON-DEGREE</u>									
DCE	74	2468	0	2542	13	2555	9044	754	828
EFL	87	13	0	100	0	100	61	9	96
HSCI-SPEC PGM	0	2	0	2	9	11	6	1	1
NON-DEGREE	161	2483	0	2644	22	2666	9111	764	925
GRAND TOTAL	10274	7560	114	17948	1064	19012	34543	3443	13717

EXCLUDES COOP EDUCATION, LEAVE OF ABSENCE AND STUDY ABROAD

June, 1993

## FY 95 BUDGET PLANNING CALENDAR

1.	Vice President for Academic Affairs and Vice President and Treasurer meet with Deans to discuss Five Year Plan assumptions. Faculty position control guidelines may be reviewed in light of these assumptions.	May
2.	Deans draft three-year (FY 95-97) plan, including: <ul style="list-style-type: none"><li>• Academic program and funding priorities</li><li>• Faculty staffing and recruitment plan by status (tenured, tenure-track, contract, other) and program</li><li>• Administrative staffing plan by status (full-time, part-time, temporary) and program</li><li>• Enrollment projections for on campus, off campus, Virginia Campus, and summer</li><li>• Opportunities to increase revenue/cut costs</li></ul>	June - August
3.	Deans present preliminary three year plans to Vice President for Academic Affairs and Vice President and Treasurer. One-year recruitment plans tentatively approved by Vice President for Academic Affairs contingent upon FY 93 results and Fall 1993 enrollment.	September 1
4.	Vice President and Treasurer provides final FY 93 summary budget status report to: <ul style="list-style-type: none"><li>• Board of Trustees Finance Committee</li><li>• President and Vice Presidents</li><li>• Council of Deans</li><li>• Faculty Senate Committee on Fiscal Planning and Budgeting</li><li>• Budget Advisory Team</li></ul>	September
5.	Vice President and Treasurer provides final FY 93 activity reports by department to Vice Presidents and Deans.	September
6.	Deans update three-year plans based on FY 93 results and Fall 1993 enrollment.	September 30

June, 1993

## FY 95 BUDGET PLANNING CALENDAR

7. Deans and officers of other Academic Affairs units present updated three-year plans to the President, Vice President for Academic Affairs, and the Vice President and Treasurer. October
8. A. Vice President for Academic Affairs approves three-year plans and submits the following information to the Budget Office:
  - Consolidated list of academic program and funding priorities from Deans and other academic units
  - Enrollment projections by school
  - Faculty and administrative staffing plans by schoolOctober
8. B. Other Vice Presidents submit list of administrative program and funding priorities to the Budget Office. October
9. Vice President and Treasurer conveys academic and administrative program and funding priorities to: President and Vice Presidents for discussion and decision November
10. Decisions on programs and funding priorities reported to:
  - Council of Deans
  - Faculty Senate Committee on Fiscal Planning and Budgeting
  - Budget Advisory TeamNovember
11. Budget Office updates FY 95 planning assumptions and presents preliminary Five-Year Plan to:
  - President and Vice Presidents
  - Council of Deans
  - Faculty Senate Committee on Fiscal Planning and Budgeting
  - Budget Advisory TeamDecember - January
12. Vice President and Treasurer provides summary mid-year (FY 94) budget status report, and Office of Institutional Research provides spring '94 enrollment figures to: January

June, 1993

**FY 95 BUDGET PLANNING CALENDAR**

- Board of Trustees
- President and Vice Presidents
- Council of Deans
- Faculty Senate Committee on Fiscal Planning and Budgeting
- Budget Advisory Team

13.	Vice President and Treasurer provides mid-year (FY 94) activity reports by department to Vice Presidents and Deans.	January
14.	Board of Trustees approves FY 95 tuition and fee increases and preliminary Five-Year Plan.	January - March
15.	Budget Office distributes FY 95 budget development guidelines and departmental worksheets to the Vice Presidents.	February
16.	Vice Presidents submit completed worksheets to Budget Office.	March
17.	Vice President and Treasurer's Office presents FY 95 budget to:	April
	<ul style="list-style-type: none"><li>• President and Vice Presidents</li><li>• Council of Deans</li><li>• Faculty Senate Committee on Fiscal Planning and Budgeting</li><li>• Budget Advisory Team</li></ul>	
18.	Board of Trustees approves FY 95 budget.	May

**SPECIAL REPORT OF THE EXECUTIVE COMMITTEE  
OF THE FACULTY SENATE ON RESOLUTIONS PASSED  
BY THE BOARD OF TRUSTEES, OCTOBER 28, 1993**

On behalf of the Executive Committee, Professor Robinson presented the following Special Report:

I regret that I must also report to you on one other matter. I say this because I am persuaded that the Senate has established a record of hard and effective work on behalf of the entire University. The Executive Committee has expended many hours of its time, working through the summer months, to resolve problems and conflicts between faculty and administration. Many grievances have not gone to hearing or into external litigation (costly to both the individual and University) because they were resolved informally by the Executive Committee or through formal faculty mediation. We have felt that these efforts fully demonstrate our willingness to cooperate to find internal solutions with respect to faculty personnel matters. Let me now turn to the matter at hand.

At its October 29th meeting the Executive Committee received two Board of Trustees' resolutions, approved by the Executive Committee of the Board on August 30, 1993, and ratified by the full Board of Trustees on October 28, 1993. These have been distributed to you at this meeting. The more important document, with respect to the faculty, purports to terminate the role of the Board of Trustees in deciding disputed faculty personnel recommendations and authorizes the Vice President for Academic Affairs and the President to work with the Faculty Senate in developing language for amending the Faculty Code. The other Resolution removes the Board from the appeals process in the case of student academic dishonesty and calls for the amending of the University Policy on Academic Dishonesty to reflect these changes. (The Board of Trustees' resolutions referred to herein are attached hereto and made a part of this record.)

On behalf of the Executive Committee and in consultation with representatives of the Committee on Professional Ethics and Academic Freedom, I would like to address the issue of the Resolutions in general, and the Resolution dealing with the "handling of disputed faculty personnel recommendations," specifically.

Let me begin by reading the following from the 1986 Faculty Code:

**Section IV. Appointment, Reappointment, Tenure, and Promotion,  
Par. A.1 Statements of Terms and Conditions**

a) . . . A copy of this Code and the Procedures for the Implementation of the Faculty Code shall accompany or precede the letter of appointment and shall be considered part of the agreement between the faculty member and the University.

**Section IX. Faculty Role in University Decision Making**

A. The regular, active-status faculty shares with the officers of administration the responsibility for effective operation of the departments, schools, and colleges and the University as a whole . . . . The regular, active-status faculty also participates in the formulation of policy and planning decisions affecting the quality of education and life at the University . . . .

B. The faculty cannot perform an effective and responsible role in University decision making without the cooperation of the administrative officers of the University. This cooperation includes the provision of such information as is necessary to the development of sound, well-formed recommendations . . . .

Let me also read the resolving clause from a Resolution passed by the Faculty Senate on January 18, 1980:

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY THAT:**

The Faculty Senate urges the President, as an aftermath of the Yeshiva decision, to reaffirm recognition of the right of the faculty to be consulted in full and timely fashion in decisions which bear heavily upon the faculty's professional role in the governance of the University.

This resolution was approved by the President of the University on January 18, 1980.

Let me now turn to the Resolution dealing with disputed faculty personnel decisions and share with you a chronology of events. During the last academic year as nonconcurrences came before the Executive Committee, President Trachtenberg shared with the Committee his unhappiness with a process that took nonconcurrences by his Administration to the Board of Trustees in the event that resolution was not reached. He indicated that after the nonconcurrences, which were in process, had been resolved, he

wished to discuss the matter with the Executive Committee with the idea in mind of altering the process. Such subsequent discussions were not initiated.

At the Spring 1993 meeting of the Academic Affairs Committee of the Board, attended by the Academic Affairs Vice President and the President, the Chair of the Academic Affairs Committee recommended to the Committee that it recommend to the Executive Committee of the Board that nonconcurrences no longer come before that Committee. As I was in attendance at that meeting, I requested of the Chair that, when the Board's Executive Committee deliberated this matter, the faculty have an opportunity to be heard and to present its response to any contemplated changes. I was assured by the Chair of the Academic Affairs Committee of the Board that that would be done. The Executive Committee of the Senate was not invited to make any presentations nor advised of the meeting of the Board's Executive Committee in August and the passage of the resolution on disputed faculty personnel recommendations.

In the context of the above, the Executive Committee is deeply dismayed by the action of the Board, both with respect to substance and process, as they represent an abandonment of consultation between the University and the faculty and a violation of the contractual relationship as defined in the Faculty Code. The historical tradition of American universities, including The George Washington University, as supported by the Faculty Code, is characterized by a system of shared authority between three groups: the Board of Trustees, the Administration, and the Faculty. These unilateral changes in the Code, in effect, remove one of the groups from the process, the Faculty. By taking itself out of the process of dealing with disputed personnel recommendations, a second group has also been removed from the process, the Board. The inevitable result is the replacement of shared governance with leadership by Administrative decree.

Accordingly, the Executive Committee, in consultation with representatives of the Professional Ethics and Academic Freedom Committee, declines to participate in an immediate revision of the Faculty Code. Rather, it is seeking advice from the American Association of University Professors and legal specialists on the issues involved.

Further, the Executive Committee is in the process of drafting a letter to members of the faculty advising them of the Board's resolution pertaining to disputed faculty personnel recommendations and alternative actions which the faculty may wish to pursue.

While the above is discouraging, this does not mean that we must lose heart and turn away from our work. Indeed, the need for it is even greater.

**FACULTY SENATE DISCUSSION  
OF THE RESOLUTIONS OF THE  
BOARD OF TRUSTEES**

In response to Professor Robinson's statement, Vice President French said he shared her recollection of the way in which these two Board resolutions came about. A Trustee, who was Chair of the Board's Academic Affairs Committee for three years, Mr. Rosenfeld, did not view the Board's role as an appellate body for academic dishonesty cases and disputed faculty personnel recommendations as an appropriate involvement for the Board. That view was strongly shared by the Board's Executive Committee, having had the direct experience itself of participating in the nonconcurrence process last summer. Both the Board's Academic Affairs Committee and the Executive Committee shared the view that the Board's responsibility was one of policy-making, not managerial. Vice President French said the Board's Executive Committee developed its own resolutions during the summer and took action on them in August. These resolutions were brought to the full Board for its action in October. He said he did not see the Board's action as backing away from its responsibility in the governance of the institution but rather action simply with respect to the role the Board played in these two processes. Vice President French pointed out that unfortunately Mr. Rosenfeld's term on the Board expired last May but he felt certain that Mr. Rosenfeld would regret any impression that these actions occurred out of sight, inasmuch as Professor Robinson was present at the Board's Academic Affairs Committee meeting in May and was aware that Mr. Rosenfeld intended to initiate action in this direction.

Professor Park said it seemed startling to him that with all the lawyers on the Board they would ignore the institutional interests that are involved because this is not the faculty against the administration, this is a question of the orderly process that was established and that is essentially contractual. Professor Park said that he doubted the legality of a unilateral withdrawal by one party to the contract from the procedural protections that are designed to protect the other parties to the contract. He asked if it would be appropriate for the Executive Committee to write to the Board to request that they withdraw the resolutions they have adopted.

Professor Robinson responded that the Executive Committee is continuing its discussion of the matter to determine what its action ought to be, and that Professor Park's option is certainly a viable one.

President Trachtenberg said he wished to respond to Professor Robinson's presentation that consisted of two parts in his view. First, the matter of appropriate courtesies which he thought were attended to with respect to the Faculty Senate since everything proceeded openly. Although he was not present at the Board's Academic Affairs Committee meeting in May when this matter was brought up, Professor Robinson was present when Mr. Rosenfeld indicated this action was under deliberation. To the extent that any inadvertent rudeness or disrespect for the Faculty Senate may have transpired, the President offered his apologies, as well as those of Vice President French and Mr. Rosenfeld.

The second part, the President said, is the capacity of the Board to determine its ability to engage in what it believes is an increasingly management function at the University rather than a policy-making function, which it sees as its role. Prior to taking these actions, the Board of Trustees sought models, not from the AAUP, but from other University Boards of Trustees and the Association of Governing Boards to determine whether other universities had a process in which Trustee members sat as an appellate body on disputed faculty personnel recommendations and student academic dishonesty cases. The Board could find no other institutions where this was practiced. President Trachtenberg said the Board takes very seriously these matters and found that, when these cases came to them, the reading of the extensive files consumed a large amount of time that the Board thought should be devoted to its role of policy-making officers, not as operating officers of the University. The Board also questioned whether it had the expertise to substitute its judgment for that of the President, the Vice President for Academic Affairs, and the deans. He thought the Board would be sympathetic to receiving a statement from Professor Robinson concerning the Senate's point of view on this matter, but he was not sure the Board could be persuaded to continue to play a role it believed inappropriate.

Professor Park pointed out that there were two other issues that arise. One is that the Board is not writing on a "clean slate" and therefore the Board is not in a position to simply design what is the most efficient model for the University. There is a history of consultation here that should be respected. The second issue is the institutional interest of the faculty and Senate in having the Board of Trustees review these cases. The Board is a neutral, authoritative third party. He said that if the Board's Academic Affairs Committee and Executive Committee do not want to participate in these cases, then the Board could designate a third-party arbitrator who would bring to the process the neutrality of developing a record and recommendation. Professor Park said that this kind of format was just one of many that could be used to assure the faculty and the institution that we are continuing to have a careful regard for the process that decides the careers of people.

President Trachtenberg replied that the thought of a third party is useful, but all processes come to some point where they stop. He thought the Board recognized that whatever disposition it makes in these cases, the parties may subsequently decide to go to law. To the extent that these matters stop with the administration, the Board would simply be independent of that except in their capacity as members of the Board of Trustees. The President said that if the Senate were to go to the Board with some alternative solution, he thought the Senate might find a hospitable greeting.

Professor Johnston said it seemed to him that the question of tenure goes to the very heart of an academic institution, and when one is talking about denying faculty tenure, there could not be a more important matter for a university. If the Board of Trustees wants to just wash their hands of that process because it is not an important enough issue for the Board to take up, Professor Johnston suggested that other people should be found who want to be on the Board of Trustees and who really want to do their job.

President Trachtenberg replied that the Board regarded issues of tenure as very important; however, the Trustees did not think they had the competency to make those critical judgments.

Professor Mitchell said he wished to take issue with the way the President characterized the failure of the Board to consult the Faculty Senate on this as a matter of courtesy. If the Board of Trustees views faculty input as a mere "courtesy," it seemed to him that that suggests a very fundamental problem about faculty governance at this institution and one that Professor Robinson alluded to in her statement.

The President responded that the Board believed it had consulted appropriately with the faculty. If there was any oversight, he said that fell to Vice President French and himself although they too believed they had consulted with the Faculty Senate.

Professor Englander said he regarded the Board's pulling out of faculty personnel decisions as an outrage because it was an obvious breach of contract with the faculty. Historically, any changes in the Faculty Code have consistently involved the faculty. Now the Board takes it upon themselves to simply change the Code and by its own resolutions directs the Faculty Senate to work with the administration to develop implementing Code language.

In response, the President said the Board viewed itself as behaving in a prudent and responsible manner. The Board was essentially saying that it defined its role as one of policy responsibility rather than management responsibility.

Professor Mitchell said it seemed to him that the President was missing the point. It was one thing to defend the Trustees on the grounds of what the President tells the Senate the Trustees perceive, but the appropriate response from the President is to tell the Senate that he will inform the Trustees that there was a misunderstanding between the faculty and the Trustees, and make it clear to them, in fact, the Senate did perceive it this way, and that there ought to be better communication in the future.

President Trachtenberg replied he thought that that was a premature conclusion until the sentiment of the Senate is expressed. To do otherwise, he said, would be arrogant.

Professor Pelzman said he objected to the President's interpretation of this matter as a "minor act." It is not minor. He said the President would like us to believe that there is a difference between policy and management matters and that the Board members would like to exclude themselves from the day-to-day management operation of the University, preferring instead to concern themselves with "policy" matters. This argument would be acceptable if this were a corporation where stockholders would have an incentive to monitor the managerial competence of the firm's management and the Board could then focus only on "policy" matters. This University is not a corporation -- it is an entity which is "managed" by three integral components -- the Board, the Administration, and the Faculty. He said faculty are not just employees, but are part of management and thus one of the partners in the "management" of this University. The action taken by the Board, to exclude itself from the grievance process, generates an asymmetry, where the Board signs off on tenure decisions and requests for sabbatical leave but excludes itself from grievances where one of the parties is the administration. Their decision, in effect, makes the faculty employees of the administration. Professor Pelzman said that the key policy role in the University is the tenure and promotion process and therefore the occasional grievance process. For the Board to exclude itself from this process is highly irresponsible and raises the question of whether or not those Trustees who want to exclude themselves from crucial "policy" issues should be on the Board. If all other Board actions are pro-forma, excluding this one, it is understandable why the Board would want to exclude itself from this time consuming process. But it is not in our interest to have such a Board. Professor Pelzman said that it is in the interest of this administration, in a period of increased nonconcurrences, to have the least amount of interference by the Board, or for that matter information transmitted to the Board. He also said that the Board's action carries with it an enormous amount of disincentives. In the current environment, the faculty, especially when faced with issues of grievances and nonconcurrences, would like to see a third party, such as the Board, in the process. This action by the Board

eliminates the third party, creating just "us and them," which is the wrong signal to send and is not in the interest of the University community. Disenfranchised faculty make their feelings known to students who pass it along to their parents, who are the ultimate stockholders. In a tuition dependent University such as GWU, one should be very careful not to disenfranchise the faculty, he said.

The President said he thought Professor Pelzman was misconstruing the attitude of the Board. Over the last five years, he said, this Board has become a much more active Board than earlier Boards and are more nationally dispersed, coming from long distances to the Board meetings. It may very well be precisely because they are more active they do not see themselves as playing this role. The President acknowledged that there is a history to this process but it was surely possible to change the way the University does things.

Professor Robinson asked to make the following statement:

With respect to the President's comments about my role on the Academic Affairs Committee, I did, indeed, hear the recommendation that this type of action [nonconcurrence] ought not to be before the Academic Affairs Committee and I said that this was not something which the faculty would agree to; however, I then said we would like an opportunity to make a presentation. That is a very different kind of consultation from having someone say independently, 'I do not think the faculty would approve of this kind of action for the following reasons.' That represented my opinion, and it probably represented the opinion of the Executive Committee. But there was no opportunity to discuss it with anyone else and that is why I asked for the opportunity and it seems to me that this was a perfectly reasonable request in the context of our Code and that opportunity never came. Therefore, we don't think we had adequate consultation and, in fact, had no consultation.

President Trachtenberg said that if the Senate feels it had inadequate participation, the Senate could ask for a presentation of its views to be made to the Board of Trustees.

Professor Johnston noted that it was now too late. The Board's action has been taken and there was no way to recapture an opportunity that the Senate should have had to persuade the Board it would be ill-advised to take such action. Now, he said, it is a matter of rescinding the resolution.

Dean East said it seemed to him that the issues of process are separable from the issues of substance. If the Board does not want to be a part of that process, this is an opportunity to work together to set up alternative procedures for dealing with the tenure and promotion process, and review of that process.

Professor Johnston said that the problem we have here is that the faculty feel they have less and less input into how the University is run. The question should not be about whether the Boards at Harvard or Yale are involved in faculty personnel recommendations, the question should be about whether the GWU Board's actions were a result of a recommendation from the administration. He said that everything that is done by the present administration is looked upon by the faculty as taking away their rights, and he regarded that as a very serious matter and not worth the price that will be paid.

The President acknowledged that the administration played a role in this matter, but only after the Board expressed its frustration at not being able to do what it felt was an appropriate and professional job in reviewing these cases.

Professor Mitchell said he thought the President was not hearing what the Senate was saying because the President was constantly returning to the actual specifics concerning the tenure process. The broader point, he said, addressed by Professor Johnston, is that there is an increasing sense of disempowerment and disaffection on the faculty's part from the administration and the institution. The faculty would like to be treated, not as employees, but as professionals. The faculty are a coordinate branch of this institution. There are a number of unrelated aspects of things that go on in this University that indicate to the faculty that they really are of no regard and really have no input here, and that was the central point of this discussion, he said.

President Trachtenberg replied that he was surely sympathetic to the professional prerogatives of the faculty, and that he was frankly astounded by Professor Mitchell's representations. He said he talks to faculty on a regular basis and is often complimented on various initiatives he has taken on behalf of faculty.

Parliamentarian Schechter pointed out that, under the Faculty Code, when the Trustees have been traditionally involved in non-concurrence cases, their role is to determine whether or not the relevant administrators had compelling reasons for nonconcurring. He said, therefore, the Trustees might not be required to read the extensive records of the cases in order to render a decision since their focus is on the compelling reasons aspect. He said he thought that that point was an important framing consideration for this discussion.

Professor Pelzman asked, "What were the criteria for choosing members of the Board?" In effect what the President is telling the Senate is that the current Trustees, with their very expensive time allocation decisions, have calculated the dollar figure spent per minute and find it no longer economically sound to spend additional time on issues of nonconcurrences and grievances. At some point, he said, one should reassess whether or not the current Board members are sufficiently committed to the University or are they more concerned about the lost income from every additional moment spent on these issues. The faculty, the Executive Committee, and the Faculty Senate do take the time, he said, hours on end, to deal with these kinds of issues, and he asked the President to remember that today is Friday, when the faculty are not being paid to do this.

The President replied that he did not think the Board members viewed the world from Professor Pelzman's economic paradigm. He said the Board has a certain amount of time and was trying to figure out how to serve their role as Trustees in the most appropriate and best way.

Professor Park moved to suspend the rules of order to introduce a motion for the disposition of this matter. The motion was seconded. A vote was taken and the rules were suspended.

Professor Park then moved the following resolution:

"That the Executive Committee of the Faculty Senate be directed to request that the Board of Trustees rescind its resolution pending full consultation in the manner dictated by the Faculty Code."

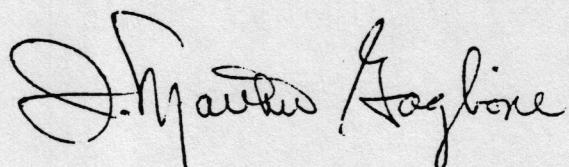
The resolution was seconded.

Professor Park said he thought that it would be appropriate for the Executive Committee to indicate to the Board on behalf of the Senate that the Faculty Senate is perfectly willing to look at alternative methods that would divert that decision and review process from the Board to another format, but that the Senate feels that it is very important that we all follow the rules. [ADENDUM: See FACULTY CODE, IX. Faculty Role in University Decision Making. The regular, active-status faculty shares with the officers of administration the responsibility for effective operation of the departments, schools, and colleges and the University as a whole . . . [and] participates in the formulation of policy and planning decisions affecting the quality of education and life at the university . . . . The faculty cannot perform an effective and responsible role in University decision making without the cooperation of the administrative officers of the University.

This cooperation includes the provision of such information as is necessary to the development of sound, well-informed recommendations. Faculty bodies charged with responsibilities for particular policy and planning areas are entitled, to the extent feasible, to be informed sufficiently in advance of important decisions within their areas of competence to be able to provide their advice or recommendations to the appropriate University officials. See, also, FACULTY SENATE EXECUTIVE COMMITTEE MEMORANDUM, Nov. 16, 1978. In this memorandum the 1964, 1966, 1974, 1976, and 1978 amendments to the Faculty Code were noted, accompanied by notations that in all but one of these instances the faculty was informed and participated fully with recommendations prior to action by the Board of Trustees. The one exception constituted an upgrading of faculty retirement benefits by the Board.]

Professor Seavey commented that he thought it highly appropriate for Professor Robinson to mention the Yeshiva case. He said in 1979 President Elliott was asked to file an amicus curiae brief joining other private universities in that case. Professor Seavey said he shared Professor Robinson's sense that the faculty's managerial role has not been exercised adequately in this matter.

The question was called on the Park motion, and the motion was adopted unanimously.



**J. Matthew Gaglione  
Secretary**





THE PRESIDENT

October 29, 1993

TO: Lilien F. Robinson  
Executive Committee of the Faculty Senate

FROM: Stephen Joel Trachtenberg  
President

RE: Actions by the Board of Trustees

A handwritten signature in black ink that reads "Stephen Joel Trachtenberg".

At its regularly scheduled meeting on October 28th, the Board of Trustees ratified two resolutions that had been previously approved by the Executive Committee of the Board. These resolutions changed the process for handling disputed faculty personnel recommendations and disputed academic dishonesty cases.

Copies of the two resolutions are enclosed. You will see that in both categories the Board has removed itself from the process. The resolution further directs Vice President French and me to work with you to develop appropriate language for amending the Faculty Code, in the one instance, and of the "University Policy on Academic Dishonesty," in the other, to reflect these changes.

In light of the fact that these actions take effect immediately, we are ready to begin working with you at once to develop that new language. We also will ask your assistance in making known to both faculty and students that the procedures under which these two matters will be handled in future has been changed. Thank you.

cc: Oliver T. Carr, Jr.  
Attachments



BOARD OF TRUSTEES

RESOLUTION CHANGING PROCESS FOR HANDLING  
DISPUTED FACULTY PERSONNEL RECOMMENDATIONS

WHEREAS, it is the view of the Academic Affairs Committee that it is inappropriate for the Board of Trustees to be involved in academic decision-making that more properly belongs to the faculty and academic administrators of the University;

WHEREAS, the Board of Trustees shall be removed from the process of handling disputed faculty personnel recommendations;

WHEREAS, the process will terminate with the Vice President for Academic Affairs; and

WHEREAS, the appeal of decisions beyond those of the Vice President for Academic Affairs will be forwarded to the President of the University for final disposition.

NOW THEREFORE BE IT RESOLVED, that the Vice President for Academic Affairs and the President are authorized to work with the Faculty Senate in developing appropriate language for amending the Faculty Code to reflect the changes, as stated above, in the process for handling disputed faculty personnel recommendations.

FURTHER RESOLVED, that this resolution shall be effective for all disputed faculty personnel recommendations which originate after the date of ratification of this resolution by the full Board.

August 30, 1993 - Approved by the Executive Committee.  
October 28, 1993 - Approved by the full Board of Trustees.

The  
George  
Washington  
University  
WASHINGTON DC

BOARD OF TRUSTEES

RESOLUTION CHANGING PROCESS FOR HANDLING  
DISPUTED ACADEMIC DISHONESTY CASES

WHEREAS, it is the view of the Academic Affairs Committee that it is inappropriate for the Board of Trustees to be involved in the final disposition of academic dishonesty cases that more properly belong to the faculty and academic administrators of the University;

WHEREAS, the Board of Trustees shall be removed from the process of handling academic dishonesty cases;

WHEREAS, the process will terminate with the Vice President for Academic Affairs; and

WHEREAS, the appeal of decisions beyond those of the Vice President for Academic Affairs will be forwarded to the President of the University for final disposition.

NOW THEREFORE BE IT RESOLVED, that the Vice President for Academic Affairs and the President are authorized to work with the Faculty Senate in developing appropriate language for amending the "University Policy on Academic Dishonesty" to reflect the changes, as stated above, in the process for handling disputed academic dishonesty cases.

FURTHER RESOLVED, that this resolution shall be effective for all disputed academic dishonesty cases which originate after the date of ratification of this resolution by the full Board.

August 30, 1993 - Approved by the Executive Committee.  
October 28, 1993 - Approved by the full Board of Trustees.



THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC  
20052

The Faculty Senate

November 1, 1993

The Faculty Senate will meet on Friday, November 12, 1993, at 2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of September 10, 1993
3. Introduction of Resolutions
4. Report by Roderick S. French, Vice President for Academic Affairs, on Faculty Staffing Policies
5. General Business:
  - (a) Nomination for election of the following faculty to Senate Standing Committees:

Professor Frederick Amling and Professor Richard Schlagel to Appointment, Salary and Promotion Policies Committee; Professor Arnold C. Meltzer to Physical Facilities Committee; Research Professor Leonard C. Maximon and Associate Professor Douglas C. Frechtling to Research Committee; Associate Professor Pedro P. Sanchez and Professor Anthony J. Mastro to Educational Policy Committee; and Professor Paula R. Kaiser (Emeritus) to Professional Ethics and Academic Freedom Committee

- (b) Nomination for election of the following Library Personnel to Senate Standing Committees, as Observers:

Rebecca Jackson, Coordinator of Library User Education, to Faculty Development and Support Committee; Patricia Kelley, Associate University Librarian, to Fiscal Planning and Budgeting Committee and Physical Facilities Committee; G. David Anderson, University Archives, to Honors and Academic Convocations Committee; E. Christian Filstrup, Assistant University Librarian for Collection Services, to Research Committee; and Dan Barthell, Senior Subject Specialist, Library, to University and Urban Affairs Committee



5. General Business (cont'd)

- (c) Student members elected by the GW Student Association to the Joint Committee of Faculty and Students are: Jessica Arneson, Co-Chair, Tracy Haggerty, Michael Meagher, David Mico, Scott Mory, Todd Sherbacow, Susan Waltisky; ex officio members: Scott Adams and Paul Hamilton
- (d) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
- (e) Interim Reports of Senate Committee Chairs

6. Brief Statements (and Questions)

7. Adjournment



J. Matthew Gaglione  
Secretary

